



Housing Select Committee

Lewisham Homes Annual Performance Outturn Report 2021/22

Date: 12 October 2022

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors:

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Outline and recommendations

The purpose of this report is to provide Housing Select Committee with an overview of performance achieved by Lewisham Homes against the Annual Business Plan objectives and KPI targets in 2021/22.

Timeline of engagement and decision-making

- 2021/22 Business Plan approved by Mayor & Cabinet
- Monthly Clienting, Bi-Monthly Strategic Clienting Meetings between LBL and Lewisham Homes scheduled during the year
- Bi-Monthly LBL attendance at the LH Board
- Performance Outturn Report, Lewisham Homes Executive Leadership Team, April 2022
- Performance Outturn Report, Lewisham Homes Board, May 2022

1. Summary

- 1.1. This paper gives an overview of Lewisham Homes' performance against the Annual Business Plan objectives and key performance indicators in 2021/22.

2. Recommendations

- 2.1. Housing Select Committee are asked to note the report.

3. Policy Context

- 3.1. The Business Plan 2021/22 supports the delivery of the Lewisham Homes Corporate Plan, 2019-2023, which was developed in collaboration with London Borough of Lewisham (LBL).
- 3.2. The Business Plan also supports the aims and objectives of LBL and aligns with key priorities in Lewisham's Corporate Strategy, notably on:
 - Tackling the housing crisis.
 - Building an inclusive local economy.
 - Making Lewisham greener.
 - Building safer communities.

4. Background

- 4.1. Lewisham Homes consulted widely on setting the Corporate Plan 2019-23. This commenced with significant contributions from staff and the basis for consultation was approved by the Board. Open workshops were held to seek the views of residents. Lewisham Homes sought the views of the Mayor of Lewisham, local MPs and the Housing Select Committee and Cabinet Member for Housing.
- 4.2. During the year, Lewisham Homes worked closely with LBL to ensure alignment with LBL's approach to ICT and digitisation moving forward. This approach is also the focus of the Lewisham Homes Business Plan for 2022/23, reviewed by HSC and due to be approved by Mayor and Cabinet in September 2022.
- 4.4. This report includes the following appendices:
 - 2021/22 Annual Business Plan Performance Pack (Appendix 1)
 - 2021/22 Outturn Compliance Scorecard (Appendix 2)

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5. Annual Report to Residents 2021/22

- 5.1 The Lewisham Homes Annual Report to Residents tells the story of 2021/22 and their achievements and where it is recognised there is more to do. The production of this report was led by Resident Board Members. The annual report can be found below:

<https://www.lewishamhomes.org.uk/annual-report-2021-22/>

The annual report includes detailed coverage of the work which has been undertaken during this year in terms of services, support to residents and the community and to staff.

- 5.2 The report highlights that the continuation of the pandemic and the limitations which were in place at various points throughout the year have impacted the service, as well as staff availability and tenants' perception of services.

6. Annual Business Plan Outturn Overview

- 6.1. The announcement of the Housing Future review during the 2021/22 year impacted the actions in the Business Plan, with agreed actions, such as the review of the Target Operating Model, being put on hold while a decision is made.
- 6.2. Significant progress was made against most objectives in the Annual Plan in 2021/22, and this has successfully moved the business forward in multiple areas.
- 6.3. Of the 23 objectives, 12 were wholly completed by year-end, with six tasks being deferred and moved into the 2022/23 Lewisham Homes business plan with Board approval, five were delayed by COVID and one was removed by Lewisham Homes, as it sits with the council.
- 6.4. Two of the objectives which have been moved to 2022/23 relate to the joint work between Lewisham Homes and the council on the Asset Management and Sustainability Strategies. Following the completion of a comprehensive stock condition survey, work was undertaken in preparation for the formulation of these strategies, but the main impact of this work was the re-assessment of decent homes status of all stock.
- 6.5. This work has been signed off by the Lewisham Homes Board, but requires incorporation into the HRA Business Plan which the council is finalising. This work, alongside the new requirements in respect of building safety, led to a significant review of the capital funding requirement for future years.

7. KPI Performance 2021/22

- 7.1. The overview of the KPI performance is attached as Appendix 1 for the Lewisham Homes Business Plan PI's and Appendix 2 for compliance measures. Of the 23 KPIs tracked in the 2021/22 business plan, Lewisham Homes met or exceeded eight targets. Notable areas of success were repairs completed on first visit, overall levels of staff sickness and rent and leasehold service charge collection.
- 7.2. Seventeen business plan KPI's did not meet their targets during 2021/22. These include tenant satisfaction, repair appointments, void turnaround, complaints handling and new housing development.
- 7.3. Lewisham Homes track a total of 27 compliance metric KPI's. Of these 16 are either on target and a further four indicators are just under target. Key areas achieving good performances include asset compliance. Four indicators fell outside of target and seven fell outside the target 'amber' category.
- 7.4. Key exemption comments and actions from relevant Lewisham Homes Heads of Service on all business plan KPI's are covered in the Performance Pack attached as Appendix 1. It should be noted that performance in respect of satisfaction have fallen

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across the sector during the pandemic alongside an increase in complaints. Lewisham Homes is fully committed to delivering services that lead to higher performance against the KPIs and rising levels of resident satisfaction.

- 7.5. Thirteen evictions were carried out during the year, with nine of these related to rent arrears.

8. Customer Satisfaction 2021/22

- 8.1. Compared to 2020/2021, the overall level of tenant satisfaction remained largely the same, with a one percentage point decline over the year despite the impact on services due to the Covid pandemic. Leaseholder satisfaction increased by three percentage points compared with the previous year. The same is also true for the net promoter scores, as both for tenants and leaseholders this has improved significantly.
- 8.2. The Regulator of Social Housing's is due to introduce new Tenant Satisfaction Measures (TSM's) with effect from April 2023. Lewisham Homes have made advanced preparations for their collection during 2022/2023, so that the impact of resident perception using the new standards can be assessed.

9.

- 9.1 Lewisham Homes' community investment spend is primarily through the Community Investment Fund which was launched in 2020. This fund has been used to support the Council's borough of culture projects. The Lewisham Homes Academy lists all the training and employment support available for residents and is signposted on the careers section of the Lewisham Homes website.
- 9.2 A key part of the social value offer is support for the [Lewisham Deal](#). This is a collective commitment signed by Lewisham Council and several local partners.
- 9.3 Social value and sustainability are assessed when procuring new contracts and can be financial or in-kind support. In kind support includes volunteering to support residents. Lewisham Homes have seen an increase in social value from contractors, and the new large contracts give significant opportunities for more to be obtained over the next 10 years.
- 9.5 From local community insight, a flexible framework menu has been developed for tender documentation related to social value, to aid the supplier in determining what will deliver the outcomes needed for that community. This is regularly updated and is proportionate to the contract value.
- 9.5.1 The Community Engagement Manager also completed a survey of residents interested in training, work experience, job opportunities or information and guidance and has liaised with local schools regarding opportunities for every estate where homes are being developed.
- 9.6 Due to Covid-19 restrictions, some social value opportunities were not possible to provide, therefore alternative equivalent social value opportunities were identified, or the opportunity was postponed, such as apprenticeships and work experience sourced through local colleges and schools.
- 9.6.1 The needs of the community also changed during lockdown and Lewisham Homes adapted their delivery of some social value offers. Alternative offers included online wellbeing workshops delivered by TPAS which was attended across several Lewisham Homes Development estates.
- 9.7 The Development Directorate Social Value achievements from April 2021 – March 2022 include:

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- A local Lewisham architect provided training for 25 adult members of the local community in design and how to read plans
- Demolition contractor funding accredited/non-accredited training courses
- A local resident was recruited to be a trainee site manager at Algernon Road
- A local resident was recruited to be a Traffic Marshall at Knapdale Close
- Consultants delivered several workshops during World of Work week in collaboration with Construction Youth Trust (CYT)
 - Appointed architects, FCB studio's (former Ladywell Leisure Centre site) have delivered three architectural workshops with local schools, St Matthew's Academy, Deptford Green, and Sedgemoor Academy as part of their social value commitments
 - Planning consultant DP9 delivered five voluntary hours during a workshop about design and planning at Deptford Green School
 - Employers Agent, Silvers delivered a workshop providing two voluntary hours for children to understand programming and risk in construction
 - The Creekside scheme, has 1x graduate, 1x work experience/traineeship, 1x 14-15 work experience and 9x securing work through the project. The contractor CField have contributed 500 high visibility vest/PPE to Borough of Culture volunteers.

10. Consumer Standards

- 10.1 As Lewisham Council's Housing Management Company, Lewisham Homes is required to comply for and on behalf of the council, with the Regulator of Social Housing's (RSH) four Consumer Standards (Home, Neighbourhood and Community, Tenancy, Tenant Involvement and Empowerment). Each standard outlines the outcomes and expectations required of providers of social housing in relation to the services to which the standards relate.
- 10.2 Lewisham Homes' recent work in terms of compliance with the RSH standards, includes a self-assessment completed in 2019, followed by a Lewisham Homes Board approved independent third-party review carried out by Housing Quality Network and presented to Board in March 2021.
- 10.3 Lewisham Homes has undertaken a further self-assessment of its compliance against the consumer standards, paying particular attention to the 'specific expectations' laid out in each standard. The expectation being that landlords will comply or explain.
- 10.4 The current standards vary quite markedly in terms of both the level and detail of what the RSH requires of the social housing provider. For example, the Home Standard outlines six expectations, whereas the Tenancy Standard outlines 31. Also, some expectations in the standards set very clear requirements, whilst others are more ambiguous. As the RSH looks to update its regulatory approach over the next 18 months, it is expected that the consumer standards (some of which date back to

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2012) will be amended including being more prescriptive in terms of expectations of the provider. Changes to the standards will be factored into future self-assessments.

- 10.5 The 2022 self-assessment showed that Lewisham Homes met the standards other than areas where policy updates are required for tenancy types and the publishing of roles in relation to local area co-operation. Meeting the Decent Homes Standard is an area which remains a focus. On 31 March 2022, Decent Homes compliance was 77.37% and on 31 July 2022, this had increased to 81.76%. Lewisham Homes and the council are working closely on increasing standards of decency, and this is being factored into the HRA Business Plan.

11. Financial implications

- 11.1 This report has no additional financial implications for LBL has the costs of delivering the business plan in each year is funded from the management fee and maintenance allowances agreed as part of the HRA budget each year.

12. Legal implications

- 12.1 There are no direct legal implications arising from this report.

13. Equalities implications

- 13.1 During the year Lewisham Homes continued to deliver their Equalities, Diversity, and Inclusion (EDI) strategy, in partnership with residents and colleagues across the business, supported by the EDI staff network to drive the agenda from the staff perspective.
- 13.2 Lewisham Homes will be working to provide high quality services that are accessible, deliver outcomes, and that are continuously improving, and will involve residents in shaping the design and delivery of those services. They will also work to recruit, develop, and retain a diverse, talented, and motivated workforce that reflects the diversity of Lewisham communities.
- 13.3 A focus of the Lewisham Homes Board in respect of 2021/22 was on the ethnicity pay gap, which has been reduced from 22.6% to 18.2% over this period, with the EDI strategy continuing to deliver on actions which will support further improvements going forward.

14. Climate change and environmental implications

- 14.1 None.

15. Crime and disorder implications

- 15.1 During the year there was an increase in reports of anti-social behaviour, especially noise nuisance during lockdowns. The anti-social behaviour and housing teams worked to resolve complaints, supported by evidence from the noise app and professional witnessing service. Lewisham Homes obtained five injunctions for ASB in 2021/22, the highest annual total, and in partnership with the police and the council, they also obtained two closure orders against properties at the centre of anti-social behaviour issues.
- 15.2 Lewisham Homes have a specialist domestic abuse worker.

16. Health and wellbeing implications

- 16.1. Since the pandemic began, Lewisham Homes have provided a variety of support services for staff who are experiencing issues that are affecting their health or

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wellbeing.

- 16.2. Lewisham Homes have qualified mental health first aiders who offer mental health and well-being support.

17. Background papers

- 17.1 None.

18. Glossary

- 18.1 The following terms are used in this report:

Term	Definition
Corporate Plan	The current three-year plan of objectives for Lewisham Homes, begun in April 2019.
Annual Business Plan	The agreed set of objectives that Lewisham Homes plans to deliver each year. The Annual Business Plan which is the subject of this report is for the financial year beginning April 2020 and ending March 2021.
KPI	'Key Performance Indicator.' A measurement taken of a specific element of business performance. A KPI usually has a target that performance can be tracked against.
FRA	'Fire Risk Assessment' (These are undertaken externally by specialist fire advisors)
LBL	'London Borough of Lewisham'

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